

Presentation to: ***Joint Ventures Partnerships in
Stewardship Conference***

Los Angeles, California - November 19, 2003

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U.S./MEXICO SUSTAINABLE WORKFORCE PROGRAM

- PROBLEM STATEMENT

“Every year thousands of (Mexican) communities are deeply impacted by migration, a phenomenon principally caused by lack of jobs, infrastructure, education and opportunities for growth in the migrants’ communities of origin. Entire towns are abandoned by the men and young people of productive age, their families left behind with nothing more than dreams and hopes....” *Adopt a Community Program*

- Poverty
- Demand for labor
- Cultural tensions
- Quality of life
- Tolerance/Respect

The economy of Colorado “would collapse if it were not for Mexican migrant laborers.” Governor of Colorado

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PROGRAM PURPOSE:

- Development and implementation of a sustainable migrant workforce model that increases the quality of life and standard of living of Mexican migrant workers on both sides of the U.S./Mexico border through a collaborative partnership that creates real value for all participating and affected stakeholders.

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- THE PARTNERSHIP TEAM:
 - University of Denver, I2E2
 - First Data/Western Union
 - Employers (Colorado, Summit County)
 - Mexican migrant workers
 - Not-for-profit organizations (Mexico and U.S.)
 - Mexican government (Federal, State, Local)
 - Technological University of Northern Aguascalientes (UTNA)



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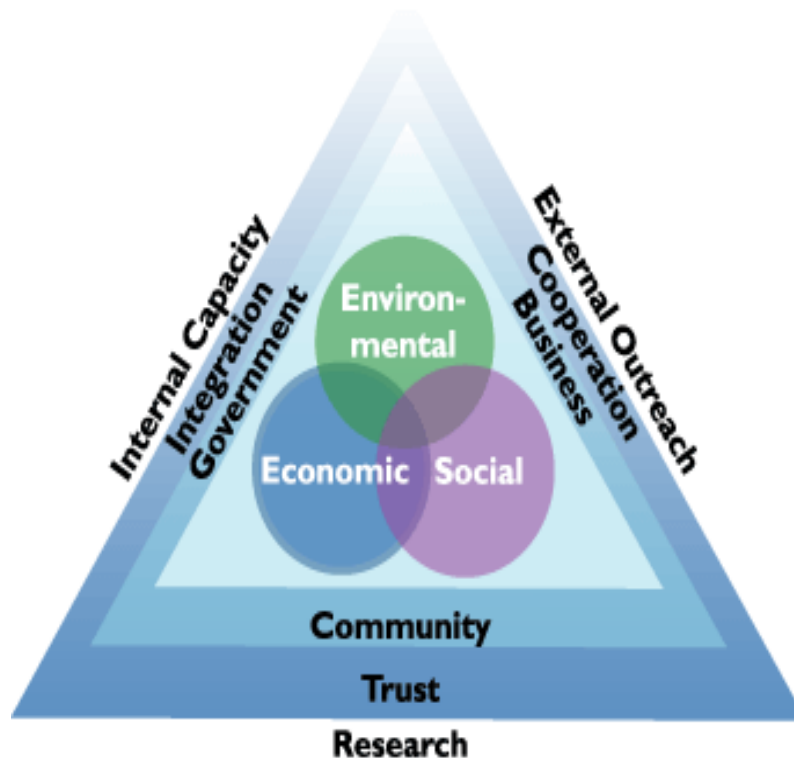
- Background—I2E2 and University of Denver
 - University of Denver
 - 1864
 - Comprehensive research university
 - Known for its business school, law school, international studies, environmental research
 - International Institute for Environment and Enterprise
 - Interdisciplinary
 - Sustainable development
 - Cross sector partnerships
 - Snake River Sustainability Project
 - NPS Center for Sustainable Conservation Ethics

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- Background — MEXICO
A COMMON AGENDA:
 - ***Common Border***
 - ***Economic Interdependence***
 - ***Common Heritage***
 - ***Health Interdependence***
 - ***Environmental Interdependence***
 - ***Interdependence in the War on Drugs, Terrorism, and Organized Crime***
 - ***Shared Concern with the Poor***
 - ***Domestic Political Interdependence***
- MIGRATION: A PROBLEM OR AN OPPORTUNITY?

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GUIDING FRAMEWORK – SUSTAINABILITY



Definition:

“Adoption of strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources that will be needed for the future.”

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GUIDING FRAMEWORK – SUSTAINABILITY



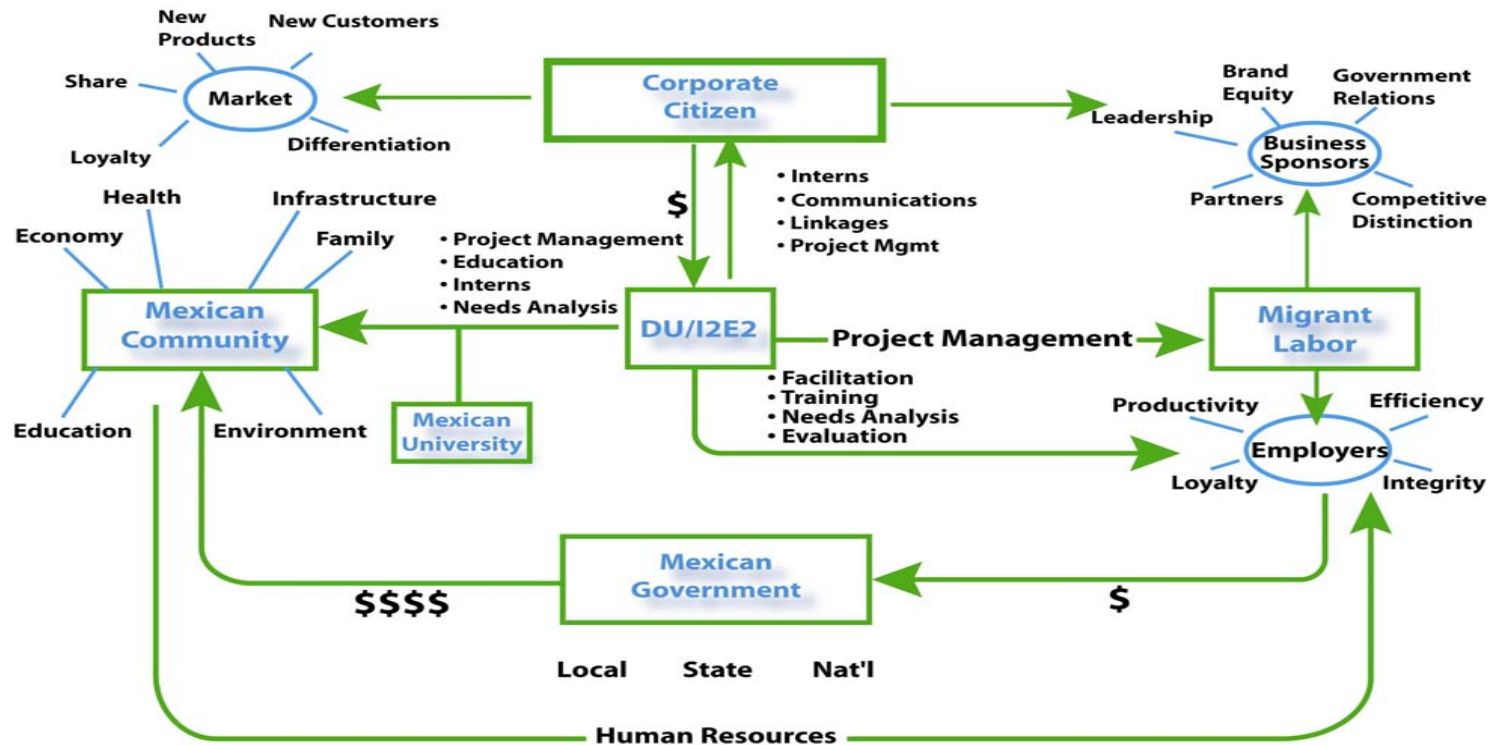
- Sustainable decision-making requires respect for, and the simultaneous consideration of, its three core dimensions:
 - * ***environmental integrity,***
 - * ***social/community equity, and***
 - * ***economic prosperity.***
- Maximizing value depends on the level of trust, integration, and cooperation between the three sectors of our society—government, business, and community.

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A PARTNERSHIP FOR SUSTAINABILITY MODEL

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- Creating Value—Migrant workers
 - Provide Sustained Employment and Income
 - Increase Family Health/Stability
 - Improve Quality of Life

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- Creating Value—Employers
 - Maintain low operational costs and high competitiveness
 - Reduce recruitment and training (labor) costs
 - Keystone Example:
 - Training to enhance worker retention and efficiency
 - Provides a leadership model for expansion to other resorts and gateway communities
 - Research to study the long-term impacts of migrant issues

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- Creating Value—Corporate Sponsors
 - Responsibility Image (Social, Economic, Environmental)
 - Brand Equity
 - Government and Community Relations
 - Opportunity to Learn More About Customers & Market

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- Creating Value—Mexican Government
 - Helps Service Mexicans Abroad
 - Platform for Ongoing Development Programs
 - Promotes Development in Key Micro-Regions
 - Security

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- Creating Value—U.S. Government
 - Partnership to Address Illegal Migration Issues
 - Enhances Homeland Security by Reducing Costs & Increasing Efficiency of Border Control
 - Maintains High Quality of Life
 - Promotes Economic Competitiveness

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- Creating Value—Mexican Community
 - Leverages human services and infrastructure development
 - Builds stakeholder/community/"Paisano" participation
 - Promotes Community Organization and Social Solidarity
 - Reduces forced migration
 - **Environmental Quality & Quality of Life Issues**
 - Promotes best practices regarding land, water, energy, air, waste and health
 - Develops cross-border sustainable communities/strategies

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- Creating Value—U.S. Host Community
 - Whole system approach: Economic, Environmental and Social
 - Help to integrate planning and development
 - Share and maximize resources
 - Cross-Border collaboration
 - **Environmental Quality & Quality of Life Issues**
 - Promotes best practices regarding land, water, energy, air, waste and health
 - Develop cross-border sustainable communities/strategies

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● CONCEPT TO ACTION

- Needs Analysis
 - Migrant laborers
 - Mexican home communities
 - U.S. host communities
 - U.S. employers
 - Mexican government (local, state, national)
 - Corporate sponsors
- Building Program Infrastructure
- Test Model
- Implementation Plan
- Measurement

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Needs Analysis: Problems, Needs & Opportunities

1. Migrant Workers
2. Employers
3. Corporate Sponsors
4. Mexican Government
5. U.S. Government
6. Mexican Community
7. U.S. Host Community

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NEEDS ANALYSIS – A U.S. EXAMPLE: Summit County Hispanic Community Needs Assessment

Key Findings and Implications:

Access to Services – Immediate Needs When One Arrives: Assistance in obtaining **documentation** (legal status), **work**, **affordable housing**, **information**

- Documentation and establishing legal status facilitates: job security, access to resources (transportation, health care, recreation and exercise facilities, etc.)
- Limited access to work creates dependency on other social services
- Other priority service needs: ESL training, child care

Community Involvement & Social Inclusion – It is important to enhance access to information: Areas of opportunity/need:

- Information resource centers
- Mechanisms to promote social cohesion
- Foster community involvement & organization

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Needs Analysis—A Mexican Example:

Mexican Community Planning / Assessment

- Assess Social, Economic and Environmental Problems, Needs and Opportunities
- Focus on Eliminating Constraints that Feed Out-migration
- 3 x 1 Program Eligibility: Social & Community Needs, especially social infrastructure development
- Support Wherever Possible Income and Employment Generation Mechanisms
- Empowerment

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“PAISANO” CLUBS:

The Mechanism for
Social Organization
and Decision-Making



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- “PAISANO” CLUBS
 - Preliminary List of “Paisano” Club/Community Development Projects Now Being Planned / Considered for SEDESOL Funding
 - 1) **Refugio de Aguas Zarcas, Aguascalientes – Silverthorn Club**
 - Church Towers, Community Park, Pedestrian Bridge
 - 2) **Refugio de Aguas Zarcas, Aguascalientes – Denver Club**
 - Community Telecommunications Network and Computer Center, Community Park, Pedestrian Bridge
 - 3) **Ojo de Agua de los Montes, Aguascalientes**
 - Community Center (for meetings and events), Completion of Water System & Electrical Grid, Public Park
 - 4) **Mesillas, Aguascalientes**
 - Health Clinic & Medical Equipment, Public Library, Upgrade and Complete Street Lighting, Completion of Water & Electrical Systems, Completion of Church Installations/Façade
 - 5) **Tepetate, Zacatecas**
 - 1) Paving Village Streets
 - Other Community – Paisano Club Projects Under Development
 - 6) Valle de Santiago, Guanajuato partnering with sweet corn industry, Olathe Valley, CO
 - 7) Toluca, Estado de México partnering with landscaping companies (H & H, and Tagawa), Denver, CO
 - 8) Cuauhtla, Jalisco partnering with *Las Tres Margaritas* restaurant chain (of Sr. Nicolás Morales), with restaurants in Denver, CO, Oregon, California

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- MEXICAN GOVERNMENT FUNDING
 - The *Partnership for Prosperity*
 - The *Tres por Uno* (Three for One) Program
 - The *Paisano* Program
 - SEDESOL – Social Development
 - Remittances
 - The *Adopt A Community Fund*

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- ALLIANCES
 - University
 - Communities
 - Local agencies

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- **CREATING AND MEASURING
VALUE**

- **Migrant Laborers**

- Quality of life in the U.S. community
 - Standard of living measures

- **Mexican Home Community**

- Environmental
 - Social
 - Economic

- **U.S. Host Community**

- Integration and socialization
 - Community metrics

- **U.S. Employers**

- Productivity
 - Efficiency
 - Turnover and recruitment
 - Loyalty

- **Mexican Government**

- Cross border relations
 - Community building

- **Corporate Sponsors**

- Good will
 - Brand equity
 - Government and community relations
 - Image

U.S./MEXICO SUSTAINABLE WORKFORCE PROGRAM: PROPOSED STRATEGIC FOCUS



PILOT PHASE:

- Proving Viability of Model
- Accomplishing Four Intermediary Objectives
 1. Club Formation – two to three
 2. Counterpart Contribution: \$250.000
 3. Securing Local Partners
 4. Perfecting the Model

PHASE II:

- A Refined Model
- Expanded Components :
 1. Implementation of Participating Clubs & Community Development Projects Linked to Colorado
 2. Partnership Development – with: FDWU, CO business partners, UTNA, Mexican agencies & other partners
 3. Identify & Perfect Evaluation Metrics (indicators, results)
 4. Expansion beyond CO (Texas, Chicago, New York, California, Oklahoma & others targeted through migrant demographic & FDWU marketing data)
 5. Communications & Public Relations
- Improved Methodologies – Working More Effectively through Partners
- Resulting Products & Indicators

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NEXT STEPS

GENERAL : Strengthen platform for stakeholder involvement

- Strengthen *Piasano* Club-Community organization via participatory strategic planning
- Identify/design community development projects
- Empower partners, especially UTNA
- Empower Advisory Council/Steering Committee
- Integrate into P4P actions
- Tap stakeholder knowledge and integrate actions/information on both sides of the border
- Refine Phase II Model, esp. indicators & needs

SPECIFIC : Aguascalientes

1. Capture wider *Paisano* population via perfected methodology; community meetings, radio coverage, etc.
2. Recruit new business partners in Colorado
3. Get stakeholder feedback on project strategy & plans
4. Complete *Paisano* data base and exchange with Aguascalientes
5. Consolidate, with MX Consulate support, State Club and local chapters
6. Implement actions defined under MOU
7. Present proposals to SEDESOL / municipalities and secure project approvals
8. Set up municipal/project accounts
9. Complete capture of 3 x 1 resources (FY 2004)
10. Initiate community development project implementation in participating *Paisano* groups
11. Seek corporate donations (in MX and CO) to match *Paisano* remittances

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● APPLICATIONS TO PUBLIC AGENCIES

- Border Parks and Lands
- Concessionaires
- Gateway Communities
- Cross Border Government Partnerships

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- DISCUSSION
- PREGUNTAS Y RESPUESTAS

“Vision is the art of seeing things invisible.”
Jonathon Swift